DOCUMENT RESUME

ED 472 506 HE 035 621

TITLE	Advancing Virginia through Higher Education: The Systemwide Strategic Plan for Higher Education.
INSTITUTION	Virginia State Council of Higher Education, Richmond.
PUB DATE	2002-12-00
NOTE	17p.
AVAILABLE FROM	For full text: http://www.schev.edu/Reportstats/SystemwideStrategicPlan12-2003.pdf.
PUB TYPE	Reports - Descriptive (141)
EDRS PRICE	EDRS Price MF01/PC01 Plus Postage.
DESCRIPTORS	Colleges; Educational Improvement; *Educational Planning; *Higher Education; *State Programs; *Strategic Planning
IDENTIFIERS	*Virginia

ABSTRACT

The State Council of Higher Education for Virginia (SCHEV) has collaborated with education leaders from colleges, universities, and elementary- and secondary-education institutions, business and industry leaders, and members of the state government to develop a strategic plan for higher education for Virginia. The plan acknowledges the enrollment and economic development pressures on the state system of higher education. The system of higher education must: (1) accommodate at least 38,000 additional students; (2) increase Virginia's national standing in sponsored research; and (3) enhance the Commonwealth's commitment to instructional quality. The state system needs to ensure adequate operating and capital resources and maximize the use of existing resources through innovative system-level policies in these areas. The vision and goals in this systemwide strategic plan will inform development of strategic plans at each of the state's colleges and universities and the agency plan for SCHEV itself. (SLD)

Reproductions supplied by EDRS are the best that can be made
from the original document.

ED 472 506

PERMISSION TO REPRODUCE AND DISSEMINATE THIS MATERIAL HAS BEEN GRANTED BY

F. Bradford

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

1

U.S. DEPARTMENT OF EDUCATION
Office of Educational Research and Improvement
EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

☑ This document has been reproduced as received from the person or organization originating it.

☐ Minor changes have been made to improve reproduction quality.

• Points of view or opinions stated in this document do not necessarily represent official OERI position or policy.

Advancing Virginia Through HIGHER EDUCATION

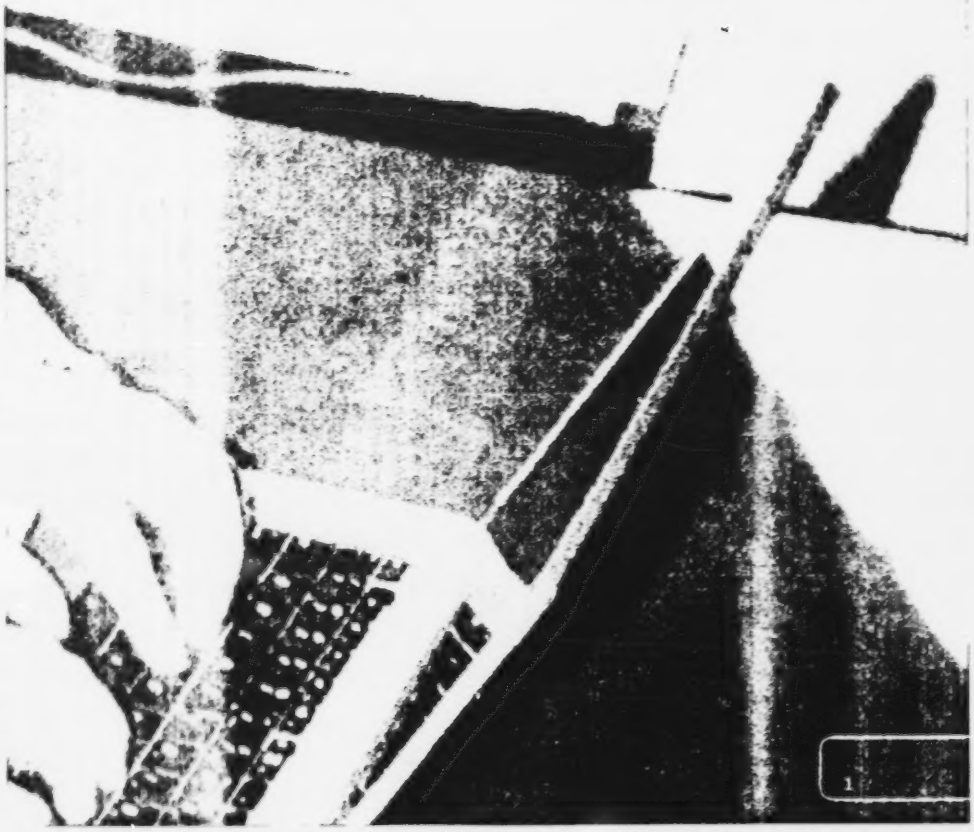
The Systemwide Strategic Plan for Higher Education

December 2002

HE 035 621

BEST COPY AVAILABLE

Virginia's system of higher education is one or the best in the country. The system has consistently provided a quality education to Virginia's citizens at an affordable price. Notwithstanding, quality and affordability face an uncertain future. A vigorous system of higher education is critical to Virginia's future. Consequently the Commonwealth must take strategic steps to preserve and improve its educational resources as we move forward in the twenty-first century.



++This is a challenging time for higher education in Virginia. Recent economic difficulties and statewide budget constraints persist. Meanwhile, the public's expectations of higher education continue to mount. Colleges and universities are asked to serve more students, meet workforce demands, spur economic development, expand research capacities, and contribute to the quality of our social and cultural lives.

Mark Warner
Governor
2002

BEST COPY AVAILABLE

As this plan goes budget deficit of more than $5 billion, and funding to Virginia's public colleges and universities has been reduced 22% on average. Yet, even as funding and current services are being reduced, the demands placed on Virginia's colleges and universities are growing rapidly.

Fewer Resources

– Virginia institutions of higher education raced a $342 million base budget shortfall in 2002.

– Colleges and universities are losing top-notch faculty as salaries will trail peer institutions by more than $146 million in 2003-2004.

– Greater than half of Virginia's college buildings are more than 50 years old and are in need of repair-renovations are estimated at more than one billion dollars.

– Tuitions are on the rise, having risen ii% in 2002, and potentially hinder needy students' access to higher education.

– Current levels of state funded, need-based financial aid are insuffcient-at least $34 million would be required in 2004 to meet the needs of disadvantaged students.

More Demands

– College and university enrollments in Virginia are expected to balloon by at [east 38,0001 students by the end of the decade, exceeding the current capacity of Virginia's public colleges and universities.

– The Commonwealth faces growing skill shortages in critical areas, such as teaching and nursing.

– Opportunities for economic development in the Commonwealth are increasingly related to research conducted by our colleges and universities.

The General Assembly's joint Subcommittee Studying Higher Education Funding Policies reported a $240 million shortfall in public higher education operating funds for fiscal year 2001. Updating for most recent course enrollments, the funding shortfall has grown to $342 million in fiscal year 2002. The shortfall is further compounded by the recent budget cuts of more than 22% in fiscal year 2003.

To prevail in these challenging times, the Commonwealth must make strategic decisions guided by a **shared vision** and set of common **goals** for higher education.

[1] This number is based on 1990 census data and the assumption that current participation rates will continue through 2010

Virginia's system of higher education is recognized globally as a model of excellence in learning, leadership, and research, and as a catalyst for economic prosperity and an enhanced quality of life.

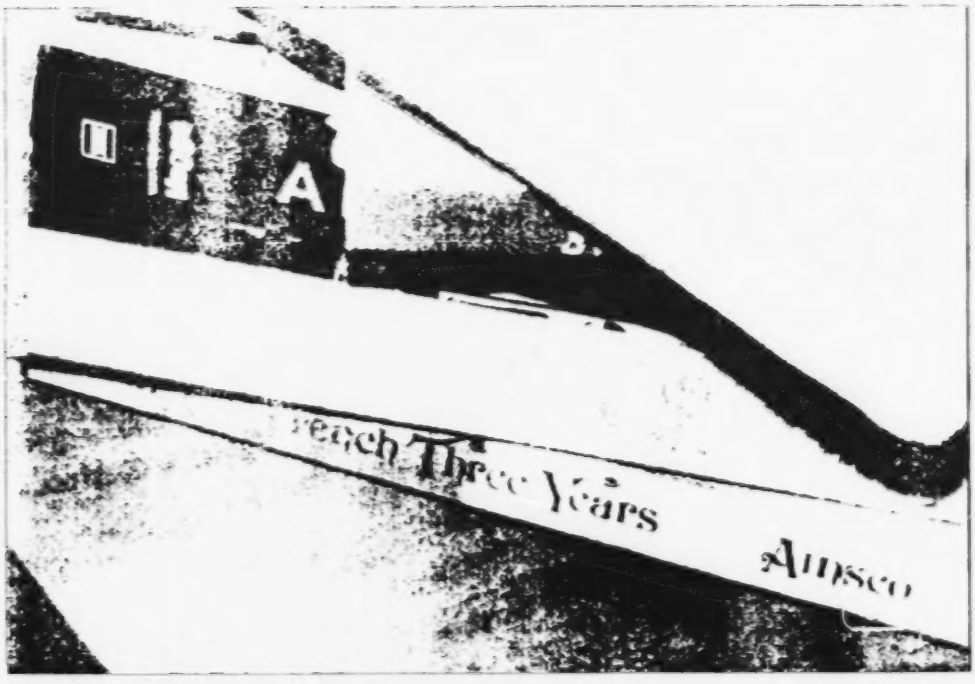
The State Council of Higher Education for Virginia (SCHEV) has collaborated with education Leaders from colleges, universities, and elementary- and secondary-education institutions , business and industry Leaders, and members of the legislative and executive branches to develop a plan for the Commonwealth that supports this vision. The plan will guide the development of strategic plans at each Virginia college and university and at SCHEV. Adoption and implementation of the goals and strategies in the plan will vary by institution, in accordance with each institution's individual mission and resources.

BEST COPY AVAILABLE

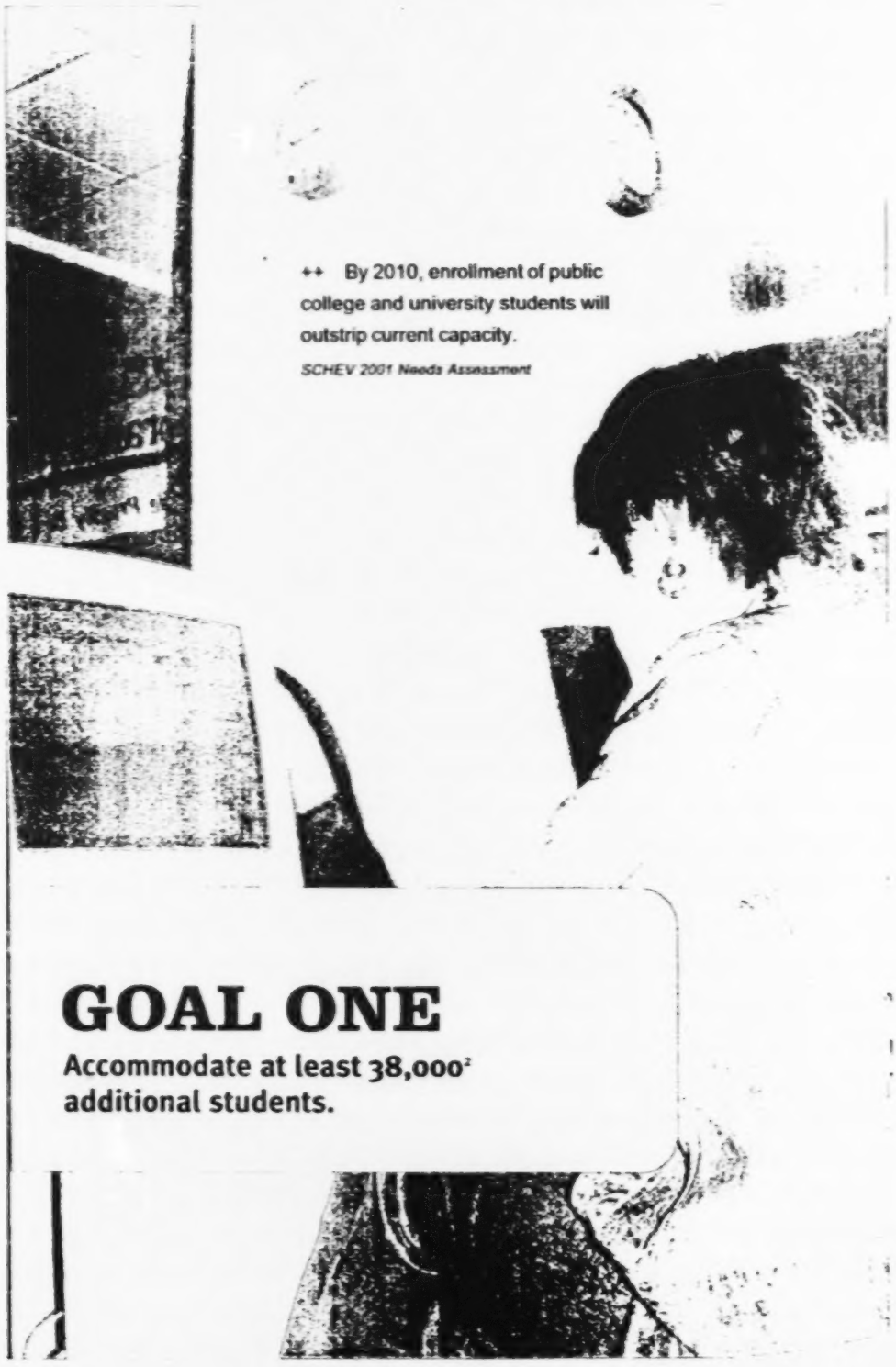
THE PLAN

The plan is premised on acknowledgment of the enrollment and economic development pressures on Virginia's system of higher education. We must ensure that these demands in no way detract from the highest level of instructional quality. To realize the vision, Virginia must accomplish three goals by 2010:

- Accommodate at least 38,000 additional students.
- Increase Virginia's national standing in sponsored research.
- Enhance the Commonwealth' s commitment to instructional quality.



BEST COPY AVAILABLE



++ By 2010, enrollment of public college and university students will outstrip current capacity.

SCHEV 2001 Needs Assessment

GOAL ONE

Accommodate at least 38,000[2] additional students.

BEST COPY AVAILABLE

Significantly Increased enrollment demand, coupled with substantially decreased funding for higher education, will compromise access to higher education for Virginia citizens unless we:

Ensure adequate operating and capital resources by:

+ providing necessary operating funds to meet present and future enrollments;

+ minimizing deferred maintenance and providing world-class facilities; and

+ providing student financial assistance to ensure broad access to higher education, including access for historically underserved populations.

Maximize the use of existing resources through innovative system-level policies focused on:

+ promoting student retention and timely graduation;

+ expanding the capability of our community college system, and ensuring reduced time to degree through seamless transfer between community colleges and senior institutions;

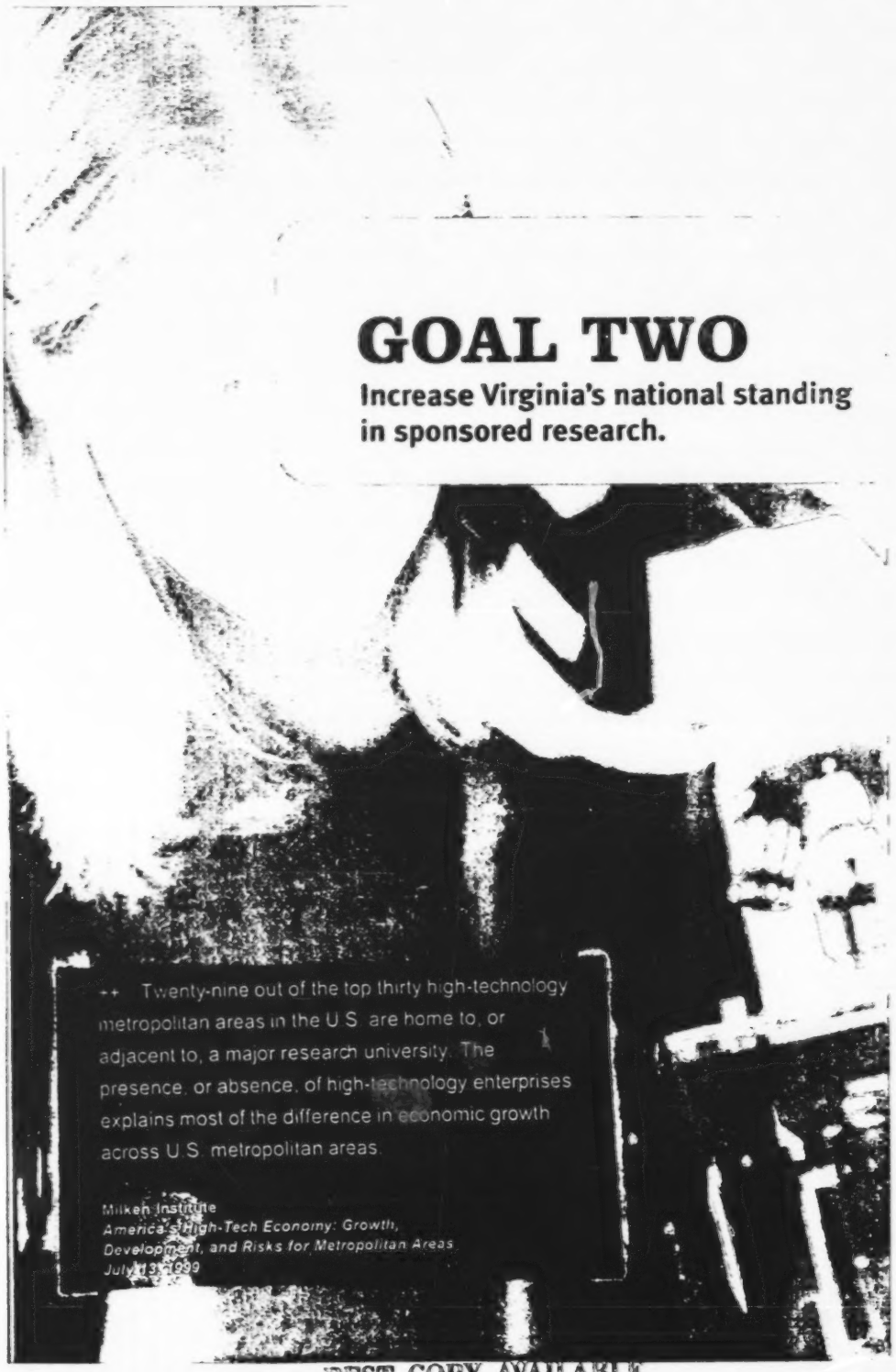
+ utilizing enrollment capacity in private colleges and universities; investing in innovative, non-traditional approaches to the delivery of instruction, such as distance and distributed learning; and

+ eliminating unnecessarily burdensome and costly regulatory requirements that provide little benefit.

2 This number is based 011990 census data and the assumption that current participation rates writ continue through 2010-The current projection taken from the 1990 Census will be revised when demographic projections from the 2000 census become available.

GOAL TWO

Increase Virginia's national standing in sponsored research.


++ Twenty-nine out of the top thirty high-technology metropolitan areas in the U.S. are home to, or adjacent to, a major research university. The presence, or absence, of high-technology enterprises explains most of the difference in economic growth across U.S. metropolitan areas.
Milken Institute
America's High-Tech Economy: Growth, Development, and Risks for Metropolitan Areas
July 13, 1999

BEST COPY AVAILABLE

Because university research provides both a bridge to regional and state-wide economic prosperity in the new economy and the development of a new generation of scholars, scientists, and researchers, we must:

Recruit, develop, and retain top research teams by:

+ increasing support for top-quality faculty who can compete and succeed in the peer-reviewed granting environment;

+ making consistent and sustained investments in areas of institutional excellence;

+ increasing support for graduate education; and

providing world-class facilities required for research.

Increase access to new and existing sources of federal research support by:

+ developing a systemwide coordinated research agenda in areas most likely to provide future economic benefit to the Commonwealth;

+ creating a long-term and sustainable research funding plan for the Commonwealth that reinforces this agenda,- and

+ fostering the use of indirect cost recovery for new research proposals.

Promote the commercialization of intellectual property by:

+ marketing and publicizing widely the commercialization of research and other intellectual property from the Commonwealth's major research institutions.

GOAL THREE

Enhance the Commonwealth's commitment to instructional quality.

++ Virginia colleges and universities are routinely ranked above their peers in national comparisons, such as those done By U S News and World Report

BEST COPY AVAILABLE

We must ensure that access and research goals are not achieved at the expense of instructional quality. This goal requires that we continue to:

Attract, support, and retain high quality faculty by:

+ funding faculty salaries at or above the 60th percentile of average salaries at peer institutions; and

+ providing state-of-the-art facilities, equipment, and academic support.

Prepare college and university graduates for good citizenship and continuous career development by:

+ ensuring a strong general education program;

+ encouraging and providing opportunities for "life-long" learning; and

+ identifying likely areas of critical skill shortage and proactively addressing those shortages.

Strengthen the technological literacy of students, faculty, and staff by:

+ transforming educational delivery through technology planning and implementation; and

+ ensuring the technological competency of students, faculty, and staff.

MEASUREMENT

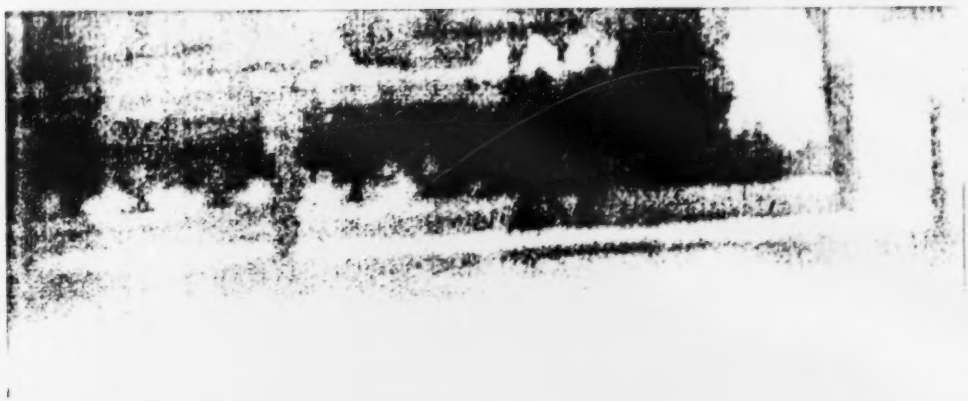
How Virginia will Measure Success

- Number of additional students served.
- Student retention, graduation, and number of credits required for degree completion.
- Transfer rates between community colleges and senior institutions. National research rankings by institution.
- Number of graduate programs ranked.
- License revenue from commercialization of intellectual property.
- Faculty salaries relative to peer institutions. Number of graduates in areas of critical skill shortage.
- Biennial Reports of Institutional Effectiveness and Competency Assessments; Strategic Plan Progress Reports.
- Graduate placement rates and/or graduate students' performance on licensure tests required for entry to professions.

NEXT STEPS

The vision and goals established in this Systemwide Strategic Plan will Inform development of strategic plans at Each of Virginia's colleges ant universities, as well as SCHEV's own agency plan. Together, these plans wilt constitute an Implementation Plan, a summary of which will be released in the fall of 2003· The implementation plans will also direct biennial budget requests and recommendations for the 2004-06 biennium. A comprehensive report on progress toward meeting the goals established in the Systemwide Strategic Plan will be released in the fall of 2005. SCHEV will monitor overall progress in meeting these systemic goals on an annual basis.

BEST COPY AVAILABLE



BEST COPY AVAILABLE

State Council of Higher Education for Virginia

Phyllis Palmiero, Executive Director
101 North 14th Street
Richmond, VA 23219

804-225-2600 (p)
804-225-2604 (f)
communications@schev.edu
www.schev.edu

BEST COPY AVAILABLE

U.S. Department of Education
Office of Educational Research and Improvement (OERI)
National Library of Education (NLE)
Educational Resources Information Center (ERIC)

NOTICE

Reproduction Basis

[X] This document is covered by a signed "Reproduction Release (Blanket)" form (on file within the ERIC system), encompassing all or classes of documents from its source organization and, therefore, does not require a "Specific Document" Release form.

[ ] This document is Federally-funded, or carries its own permission to reproduce, or is otherwise in the public domain and, therefore, may be reproduced by ERIC without a signed Reproduction Release form (either "Specific Document" or "Blanket").